

Trust Board Agenda Item 199/06

Date of Meeting: 19 October 2006

Title of Agenda Item and Number: Nursing & Midwifery Strategy Progress Report

Author: Gary Etheridge, Chief Nurse/Director of Patient Services, Quality & Risk

Person Presenting Item To The Board: Gary Etheridge, Chief Nurse/Director of Patient Services, Quality & Risk

Summary:

The Nursing and Midwifery Strategy (2003-2006) 'Progressing Practice Transforming Care' was launched in July 2003, following six months work undertaken by Trust Nurses and Midwives.

The Strategy details a number of targets focusing on Leadership, Clinical Practice, Recruitment & Retention and Education and Workforce Development.

This paper summarizes ongoing progress and developments arising from the Strategy.

Item Previously Considered and Agreed By: Professional Nursing & Midwifery Strategy Group

Suggested Time For This Item: 10-15 minutes

Proposed Board Resolution: To Note Content
(E.g. to agree, to receive, to note)

Report From: Chief Nurse/Director of Patient Services, Quality & Risk
To: Trust Board 19 October 2006
Subject: Nursing & Midwifery Strategy - Progress Report
Action: To Note Content

Executive Summary

The Nursing and Midwifery Strategy (2003-2006) 'Progressing Practice Transforming Care' was launched in July 2003, following six months work undertaken by Trust Nurses and Midwives.

The Strategy details a number of targets focusing on Leadership, Clinical Practice, Recruitment & Retention and Education and Workforce Development. (Refer to Appendix 1).

Key developments during the past 6 months include:

- Launch of a multi professional Trust Leadership Strategy
- Launch of a new Essence of Care Benchmark 'Health Promotion' coupled with the continued progress of the other nine benchmarks
- Implementation of a Trust wide Essence of Care Benchmarking day that incorporates Observations of Care
- Appointment of a Retention & Recruitment Nurse
- Continued increase in the number of midwifery staff recruited and retained by the Trust, following the appointment of a Recruitment Facilitator for Maternity Services
- Pilot of electronic rostering in three clinical areas

This paper summarizes ongoing progress and developments arising from the Trust's Nursing and Midwifery Strategy.

Preliminary work to develop the next Nursing & Midwifery Strategy 2007 - 2010 has been initiated with an expected launch date of January 2007.

In light of the development of a new Nursing & Midwifery Strategy no further progress reports relating to the existing Strategy will be produced.

Gary Etheridge
Chief Nurse/Director of Patient Services, Quality & Risk

NURSING AND MIDWIFERY STRATEGY

PROGRESS UPDATE ~ OCTOBER 2006

1. INTRODUCTION

The Nursing and Midwifery Strategy (2003-2006) 'Progressing Practice Transforming Care' was launched in July 2003.

The Strategy targets focus on 4 key areas, which include: Leadership, Clinical Practice, Recruitment & Retention and Education & Workforce Development.

This paper aims to summarize ongoing progress and developments arising from the Trust's Nursing and Midwifery Strategy.

2. LOCAL STRATEGY DEVELOPMENT

Attached in Appendix 1 is a detailed action plan outlining the progress that has been made against each specific target set within our local strategy. A few developments worthy of note include:

2.1 Leadership

A number of Nursing and Midwifery development programmes have been progressed in the Trust over the last two years, these include:

- Band 6 development programme that was originally created to help reduce the turnover of F grade Nurses. This has been successful with the turnover of Band 6's reaching a plateau of 10% over the past year, compared to 16% in September 2003
- A third cohort of eleven Clinical Leaders currently being facilitated through the 18-month RCN Leadership programme, launched in the Trust in July 2001
- Band 7 Clinical Leaders continue to meet for a whole day on a quarterly basis with the Chief Nurse
- Collaboration between Trust staff and the University of Hertfordshire has resulted in the development of a new Registered Nurse (Level 5) programme that reflects Agenda for Change and the Knowledge & Skills Framework. The 12 month programme was launched in September and replaces the Staff Nurse Development course and D-E Grade Transition course

In addition to these programmes and courses a new Leadership Development Steering Group has been established to progress the new Trust Leadership Strategy that encompasses the leadership development needs of all staff groups Trust wide. This is a significant step forward in embracing the principles of multi professional working.

2.2 Clinical Practice

The Observations of Care Strategy has now been incorporated into the Essence of Care Framework, with the first Trust wide observations having taken place in July 2006. Observations of Care have been conducted Trust wide on a four monthly cycle since the Strategy was launched in June 2003 but linking them into the Essence of Care Framework is a significant new development for clinical practice. A detailed report outlining the audit results has been circulated Trust wide and is also available on the Trust's Nursing & Midwifery Intranet site.

Progress in developing the Chief Nursing Officer's Ten Key Roles (NHS Plan, 2000), that now forms part of the newly developed *Innovations & Excellence Directory* continues. Most notable developments are:

- Increased number of Nurse Practitioners/Specialists managing their own caseloads and running Nurse-Led clinics
- 21 staff (Nurses, Midwife and Pharmacists) have successfully completed a Non Medical Prescribers Course.
- Trust wide launch of a Nurse-Led Discharge Strategy. Following the success of this initiative in the Acute Medical Division, in excess of 100 Nurse-Led discharges have been achieved. Nurses undertaking this role work within agreed protocols and guidelines. This initiative has now been rolled out across the Surgical Division.
- All 10 benchmarks within the Essence of Care framework are now being progressed within the Trust, including the most recently launched Health Promotion benchmark.

2.3 Recruitment & Retention

Whilst optimising staffing levels will always remain a high priority for the Trust, the immediate priorities within the Trust's new Nursing & Midwifery Retention and Recruitment plan is to focus on the retention of staff. Due to the current financial climate and reconfiguration of services, recruitment will only occur in Departments where there is high expenditure on temporary staff.

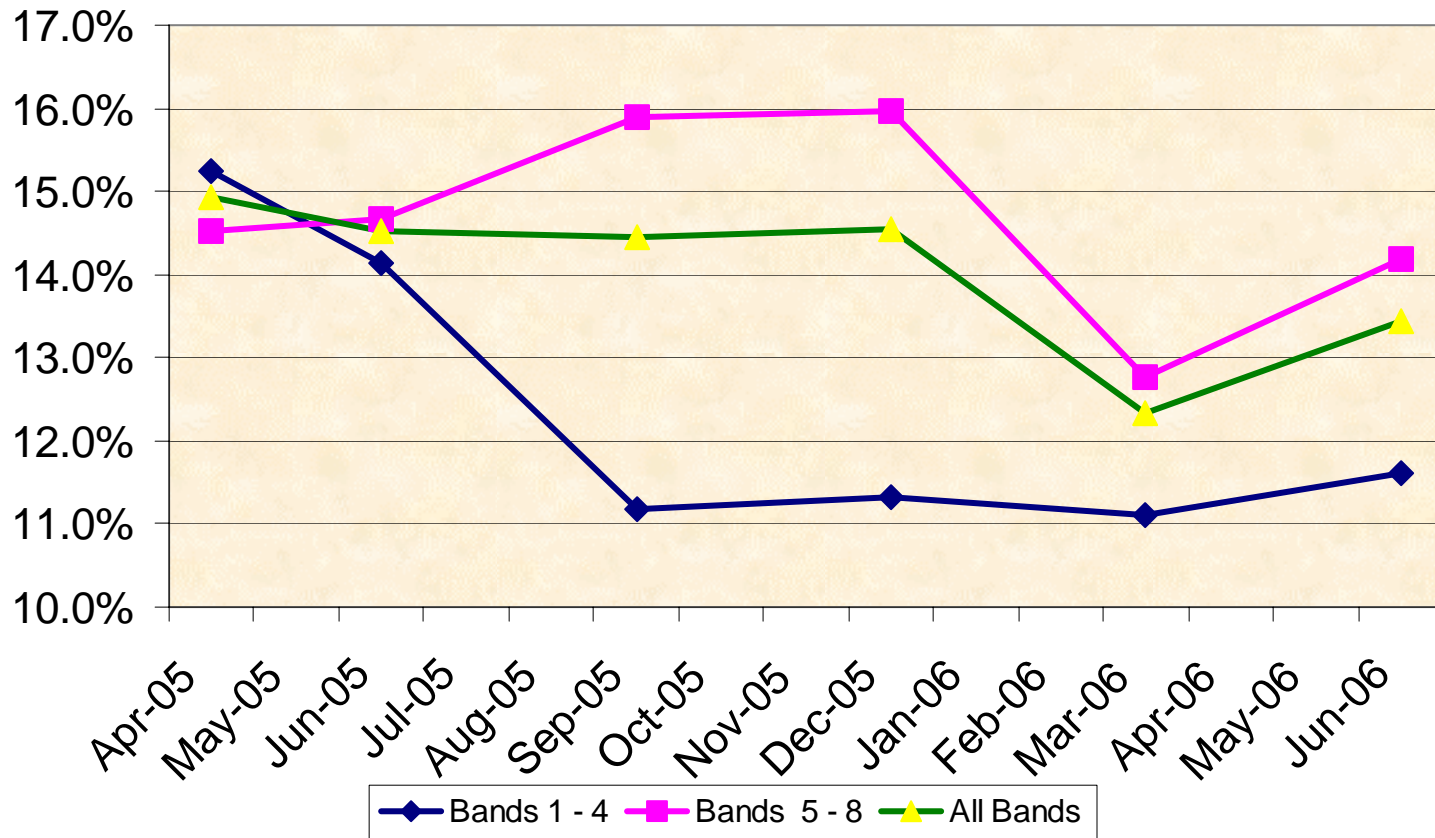
The appointment of a Nursing and Midwifery Retention and Recruitment Nurse has supported the workforce in maintaining a focus on recruitment and retention initiatives that reflect the Trusts aim of building a sustainable workforce now and in the future. Some of the most recent developments include:

- The Retention and Recruitment Nurse working with the NHSP Manager to encourage agency Nurses to join NHSP; part of the wider financial turnaround plan
- Continued success of the Recruitment Facilitator for Women's Services; to date 60 new Midwives have joined the Trust
- A further 3 Health Care Assistants have been accepted for Nurse Training
- Significant increase in number of staff completing exit questionnaires, facilitated by the Retention and Recruitment Nurse since May 2006 (from 5% to 20% since appointment)
- Nursing and Midwifery turnover for Quarter 1, (April - June 2006) 13.2% compared to 15% in Quarter 1 in 05/06, a decrease of 1.8%

Figure 1

NURSING & MIDWIFERY STAFF LABOUR TURNOVER RATES

Quarter 1 2005/06 – Quarter 1 2006/07



2.4 Education

The Trust's second Nursing and Midwifery Research and Development Strategy (2006-2008) and associated Action Plan was launched in January 2006, ensuring the collaborative working between members of the corporate team and professional leaders within the Divisions, continues.

The plan focuses on practical improvements in supporting the dissemination and implementation of evidence based practice and the capacity for Nurses and Midwives to contribute to and undertake Health Services Research. The first meeting of a newly established Research & Development interest group take place in March 2006.

A multi-professional Cadet programme was established in 2003 with more than 50 Cadets recruited. Approximately 50% of Cadets progress into Nurse training. A new programme commenced in September 2006.

In addition 70 HCAs have progressed to Nurse training since 2000 with 11 now working as Registered Nurses across the Trust.

The Workforce Development Organisation Strategy Group (WDOSG) has been replaced by the newly established Leadership Steering Group and will fulfil the function of the WDOSG in agreeing the continuing staff development needs for the organisation that are properly planned and linked to both individual appraisal, departmental workforce requirements and reflects the Knowledge and Skills Framework.

The proposed changes in the allocation of staff development funds from the Workforce Development Division (WDD) will be progressed through the Leadership Group.

4. DEVELOPING A NEW NURSING & MIDWIFERY STRATEGY

Work has now begun on developing a new Nursing & Midwifery Strategy, 2007 - 2010. At a recent Clinical Leaders Away day attended by over fifty staff, the building blocks for the Trust's new Nursing & Midwifery Strategy were laid

To date, a new Nursing and Midwifery Philosophy has been developed and agreed and details of action to achieve the three main aims of the Strategy, (Patient Centred Care, Leadership & Influence and Workforce Development), are in the final stages of completion.

5. CONCLUSION

The breadth of work achieved/currently in progress and the commitment in driving forward the Strategy Targets is testament to the energy and drive of our Nurses and Midwives who are working in a very challenging environment at present.

Despite this, the workforce continues to strive to achieve best practice and improved standards of care for patients Trust wide.

Gary Etheridge
Chief Nurse/Director of Patient Services, Quality & Risk

October 2006